Capable,

Credible,

Creative...

Annual Report 2003-2004

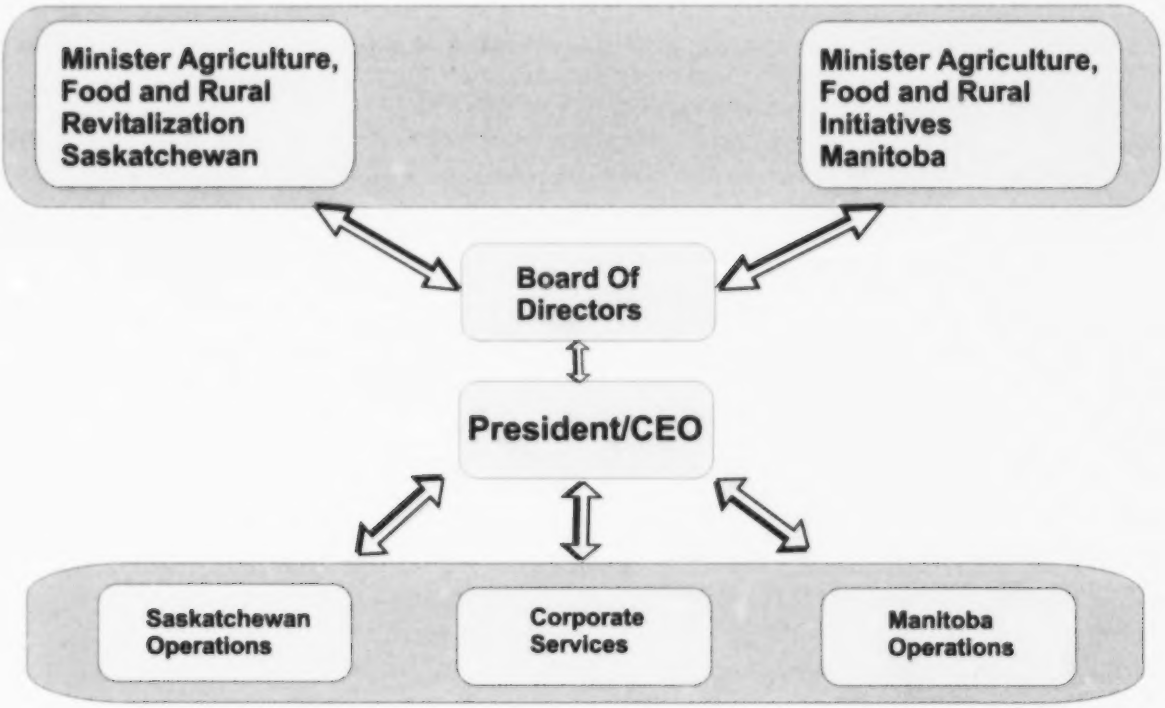
PAMI

Prairie Agricultural Machinery Institute

Mission Statement

PAMI drives economic development by applying innovative technologies on a fee-for-service basis. Our unique, dynamic, hands-on team serves clients in:

Agricultural production and processing
Transportation, and military vehicles and systems
Related industries



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Letters of transmittal

PAMI

Humboldt, Saskatchewan

March 31, 2004

Honourable Mark Wartman
Minister of Agriculture, Food and Rural Revitalization,
Province of Saskatchewan

Honourable Rosann Wowchuk
Minister of Agriculture, Food and Rural Initiatives,
Province of Manitoba

It is my honour to present the annual report of the Prairie Agricultural Machinery Institute for the year ended March 31, 2004.

Respectfully submitted,

Tom Lowes, Chairman
Prairie Agricultural Machinery Institute

**Honourable
Rosann Wowchuk
Minister of Agriculture,
Food and Rural Initiatives,
Province of Manitoba**

March 31, 2004

Honourable Dr. Lynda Maureen Haverstock
Lieutenant Governor,
Province of Saskatchewan
Chancellor of the Saskatchewan Order of Merit

Your Honour:

I have the honour to submit the annual report of the Prairie Agricultural Machinery Institute for the year ended March 31, 2004. It includes the Financial Statements duly certified by the Provincial Auditor.

Respectfully submitted,

Mark Wartman
Minister of Agriculture, Food
and Rural Revitalization,
Province of Saskatchewan

**Honourable Mark Wartman
Minister of Agriculture,
Food and Rural
Revitalization,
Province of Saskatchewan**

Chairman's message

Tom Lowes,
Chairman
Prairie Agricultural
Machinery Institute

I am pleased to report that in spite of challenges in the agricultural industry, PAMI was able to achieve many of its goals for 2003/04. The capable, credible and creative approach which characterizes PAMI, guided the organization through a relatively successful year.

It's a pleasure to provide direction and guidance to PAMI. Our Board members bring a wealth of experience, and their hard work makes for a tremendous contribution to the governance of the organization. In 2003/04, Dave Donaghy of Manitoba Agriculture, Food and Rural Initiatives (MAFRI) resigned and Andrew Dickson of MAFRI was appointed to our Board. I would like to thank Dave for his dedication over the past 12 years.

PAMI Board of Directors

Tom Lowes, Chairman (Saskatchewan Farmer)
Bill Zettler, Vice-chairman (Manitoba Farmer)
Dr. Abdul Jalil,
Saskatchewan Agriculture,
Food, and Rural Revitalization
Andrew Dickson,
Manitoba Agriculture, Food and Rural Initiatives
Vacant
PIMA - Agricultural Manufacturers of Canada

Again this year we reviewed and affirmed our Strategic Plan, which will carry us through to 2006. The review was conducted by our Board, with the assistance of PAMI's executive and technical leaders. Our Plan pursues three major goals. First, our financial sustainability will be strengthened by enhancements to our revenue generation capabilities, balanced with more flexibility of our cost base. Secondly, we will clarify our image in order to gain further support from our clients and stakeholders. And last, but perhaps most important, we will manage our human resources to provide for learning and growth in this environment of change.

PAMI is committed to providing the highest level of service. This year we upgraded our Quality Assurance system to comply with ISO 9001:2000 standards. We believe this is vital for successful service to our clients.

I would like to thank the members of our Board, executive, and staff for their contributions over the past year. I look forward to another year of progress at PAMI.

Chairman
Prairie Agricultural Machinery Institute

President/CEO's message

I have the privilege of reporting on the activities of PAMI for 2003/04. In spite of the difficult economic environment, we were able to carry out 272 projects for our clients this year.

PAMI continued to play a leading role in combine harvester research and development on the prairies and around the world. Our agronomic research this year focused substantially on the benefits of livestock manure application. Our Crops Processing Development Center carried out several projects in value-added processing that will pay dividends to Prairie producers. Agro-forestry equipment and systems research is a new opportunity for us, and we intend to pursue it aggressively.

PAMI continued its solid work on agricultural safety with development of a safety handbook for older farm equipment. We also continued to provide engineering and testing services for a wide range of clients including emergency vehicles, military/peacekeeping vehicles and equipment, and other equipment manufacturers.

Client satisfaction is critical to our success, and this year our clients rated their satisfaction with our service at 9.3 on a scale of 10. This is a strong affirmation of the quality culture that our team has created.

Capable, credible, and creative people are PAMI's greatest asset. These attributes were recognized in 2003/04 with two awards. The Saskatchewan Herb and Spice Association recognized PAMI with an award for its research and development support to the association's members. The Saskatchewan Soil Conservation Association honoured Gordon Hultgreen for his long-standing contribution to soil conservation.

During the year, we welcomed Harvey Chorney as Vice President of PAMI's Manitoba Operations. As an experienced professional engineer and manager, Harvey brings to PAMI his extensive knowledge and ideas in innovative design, product development, and testing.

We appreciate the base-grant support provided by our governments of Saskatchewan and Manitoba. This year their support accounted for 23 per cent of our revenue base.

Overall revenues for this year were down approximately $320,000 from last year. Although we trimmed costs throughout the year, we were left with a deficit on operations of about $304,000. We have taken action to increase our revenue-generation capabilities, and also took some difficult steps to develop a more flexible cost base. These measures will help us to better manage revenue swings in future years.

In closing, I thank our clients for giving us an opportunity to serve them. I thank our Board for their contribution to the organization this year. And finally, I thank our staff. Their capable, credible, and creative approach will serve PAMI and its clients well in the upcoming year.

President/CEO
Prairie Agricultural Machinery Institute

David Gullacher
President/CEO
Prairie Agricultural Machinery Institute

Background

PAMI was established in 1975 as an applied research, development, and testing organization to provide a unique resource to farmers and agricultural machinery manufacturers on the Canadian prairies.

PAMI is directed by a Board with representation from each contributing provincial government, the farming community, and the agricultural manufacturing industry.

The people at PAMI are capable, credible, and creative.

PAMI has a history of independent, third-party farm equipment evaluation and development that has spurred technological advances throughout the industry. As a result, the organization has gained recognition as a farm technology leader around the world. In addition to agriculture, PAMI's client list has expanded to include the transportation, military/peacekeeping, aeronautics, forestry, and mining industries.

In the beginning, PAMI was funded primarily by government. But today, PAMI earns about 70 per cent of its revenue from fee-for-service work from a variety of clients. The remaining amount is provided through grants by the governments of Saskatchewan and Manitoba.

The people at PAMI are capable, credible, and creative. They are the major reason for the organization's competitive advantage and solid reputation as a world-class organization, enabling it to compete in markets at home and around the world. PAMI has about 40 staff working at its two locations. Each individual, from administrative staff to technical support and professional researcher, is a valued member of this closely-knit team. Each brings a set of skills, knowledge, experience, and enthusiasm to the task.

PAMI is ISO 9001:2000 registered.

PAMI is an important and valued member of the communities in which the organization is located. For example, last year the Portage la Prairie Chamber of Commerce voted PAMI the Business of the Year for all companies with fewer than 25 employees.

PAMI's two test facilities at Humboldt (left) and Portage la Prairie (right).

PAMI provides innovation through a number of technical divisions in Humboldt and Portage la Prairie. These divisions are supported in their activities by service teams including shops, instrumentation, design, and administration.

Harvesting Technologies

- All aspects of harvesting technology research
- Leading independent expert in the world on cereal, oil seed, and other crop harvesting
- Equipment assessments for manufacturers
- Innovative research in alternative harvesting technologies

The Harvesting Technologies department leads in North America as the independent authority on combine harvester performance. It provides field-testing in all aspects of harvesting in a variety of crops and conditions to equipment manufacturers across Western Canada, throughout the United States, and in several other regions of the world.

Field testing a combine harvester.

The group also conducts research in associated functions such as power transmission, controls, instrumentation, manuals, and safety. Most of this research and testing is conducted for manufacturers on a confidential, fee-for-service basis.

Agricultural Research and Development

- Hay and forage technologies
- Livestock feeding and handling practices
- Tractor testing
- Berry crops harvesting and systems
- Food production and processing

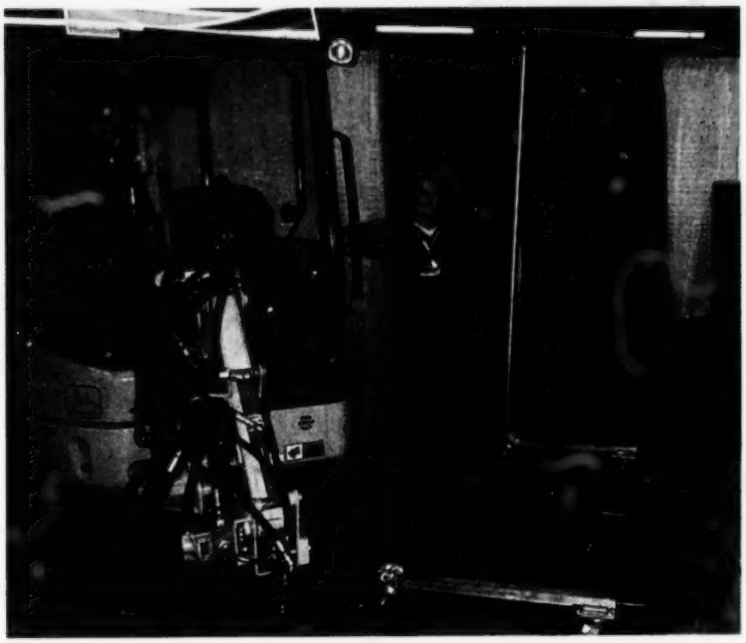
PAMI's Agricultural Research and Development department provides unbiased research on livestock production, cropping systems, food production and processing, and agricultural mechanization. They are skilled at finding the critical balance between efficiencies and environmental stewardship.

The department supports value-added initiatives with the development of sustainable crop production practices. They provide innovative equipment design and testing, and offer full-service support to both the farming community and the agri-business sector.

Project Departments

PAMI supports value-added initiatives with the development of sustainable crop production practices.

Berry harvester.



Project Departments

PAMI continues to conduct a wide array of manure management research activities related primarily to field application of manure.

Soils and Crops

- Conventional, direct, and zero tillage research
- Livestock manure management research
- Organic farming
- Pesticide mixing trials
- Agro-forestry research

The Soils and Crops department works largely in partnerships with producer groups, universities, and others conducting research to further the cause of sustainable agriculture.

This department has research plots throughout Saskatchewan that provide a range of climatic and soil conditions. It also has plot-scale seeders, a harvester, pesticide equipment, and a manure application tanker truck, as well as laboratory equipment to conduct development of pesticide systems.

Soils and Crops continues to conduct a wide array of manure management research activities related primarily to field application of manure. Field demonstrations are an integral part of that work. The department also puts a great deal of effort into direct seeding research.

Examples of other project work include fertilizer placement, organic production techniques, and agro-forestry.

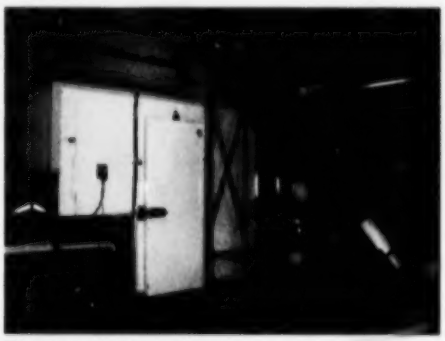
Fall fertilizer application.

Energy and Processing

- Crops Processing Development Centre
- Processing research facilities for conventional and specialty crops, and livestock feed
- Design, testing, setup, and fabrication of full-scale crop and fibre processing systems prototypes
- Extreme temperature testing and conditioning

Energy and Processing's research in value-added processing of prairie agricultural products includes materials handling, drying, washing, size reduction, cleaning, conditioning, storage, transportation, and quality analysis.

PAMI's 13,000-square foot Crops Processing Development Centre is unique in western Canada. The facility provides solutions needed for crop diversification, value-added processing, and the enhancement of current non-food processing systems.



Pilot-scale herb dryer.

PAMI and WESTEST share two environmental chambers for testing a wide variety of products and machinery. The larger chamber can accommodate a vehicle as large as a highway bus and has a temperature range from –50 to +50 C. The second, slightly smaller chamber can bring the temperature down to –35 C. This allows designers to test starting, heating, cooling, and other vehicle systems. The facility also provides an environment for material conditioning prior to processing.

Applied Technologies

- All-terrain field testing site
- ROPS and FOPS development and testing
- Vehicle aerodynamics testing
- Fabrication and rapid prototyping
- Data acquisition and vibration, sound, force, and hydraulic sensor expertise

Applied Technologies carries a wide project load ranging from evaluating electric fencers to testing military/peacekeeping vehicles on its all-terrain test track. Other clients for this diversified department include recreational vehicle and all-terrain vehicle manufacturers, and the transportation industry.

Ambulance testing.

Applied Technologies helps agricultural and industrial manufacturers be more competitive and efficient through solving their problems. PAMI assists its clients by conducting product safety and standards compliance testing, third party evaluations, physical and field-testing, and design. This department also operates a rotary mower testing facility as well as a wire rope inspection service on behalf of WESTEST.

Putting Safety First

At PAMI and WESTEST, every activity or project takes into consideration the issue of safety – whether it is in the field, on the highway, or in the mine. Accordingly, a great deal of safety-related testing is conducted by these two agencies on behalf of its broad spectrum of clients.

PAMI is able to design, fabricate, and test ROPS (Roll Over Protective Structure) and FOPS (Falling Object Protective Structure) for any type of vehicle. Commercial rotary mowers are tested to ensure they meet standards for safety to the operator, passers-by, and surrounding property. Wire rope testing for the mining industry provides companies with valuable information that allows them to replace wire ropes in their operations before they become a safety hazard.

For the transportation industry, safety testing includes vehicle components such as seats in highway buses and brakes. Ambulances are put through a variety tests to ensure the safety of their operators and passengers.

Examples of other safety-related testing conducted at PAMI and WESTEST include safety chain testing in a hitch disconnection situation, package testing for safety and durability (in particular, packages for hazardous goods) and tests for vibration and noise intensity and frequency related to hazards to hearing.

For several years, PAMI has been represented on the Canadian Agricultural Safety Association (CASA) by Vice-President of Saskatchewan operations, Jim Wassermann. With representation from every province, CASA is a network aimed at improving the health and safety of those who work, and/or live on farms.

Project Departments

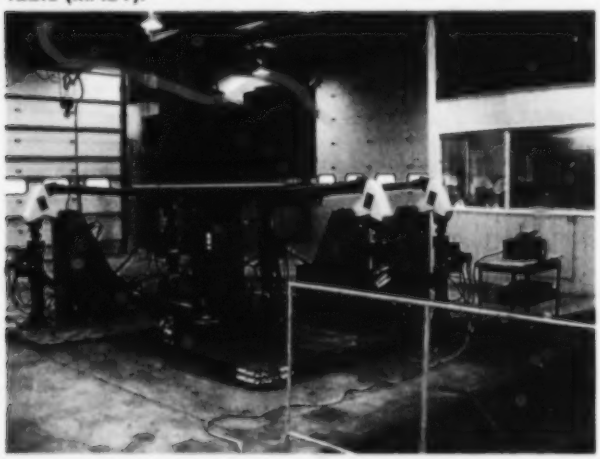
At PAMI and WESTEST, every activity or project takes into consideration the issue of safety.

Clients benefiting from PAMI/WESTEST safety testing services include the transportation industry.

Background

Western Canada Testing Inc. (WESTEST) was established in 1991 to provide specialized testing and engineering services to a variety of clients. WESTEST is an ISO 9001:2000 registered company guided by its own Board of Directors. The major shareholders are PIMA - Agricultural Manufacturers of Canada, Manitoba Hydro, Saskatchewan Mining Association, John Deere, and CNH Global. All personnel for testing, administrative, and management services are provided to WESTEST on a contract basis by PAMI.

Multi-Axial Simulation Table (MAST).



WESTEST Services

- Mechanical testing
- Package testing
- EuroCompliance testing
- Mower testing
- Wire rope testing

WESTEST has its own facilities and also shares facilities with PAMI. WESTEST provides sophisticated physical testing and product performance evaluation services using modern testing equipment under the direction of professional engineers and technologists.

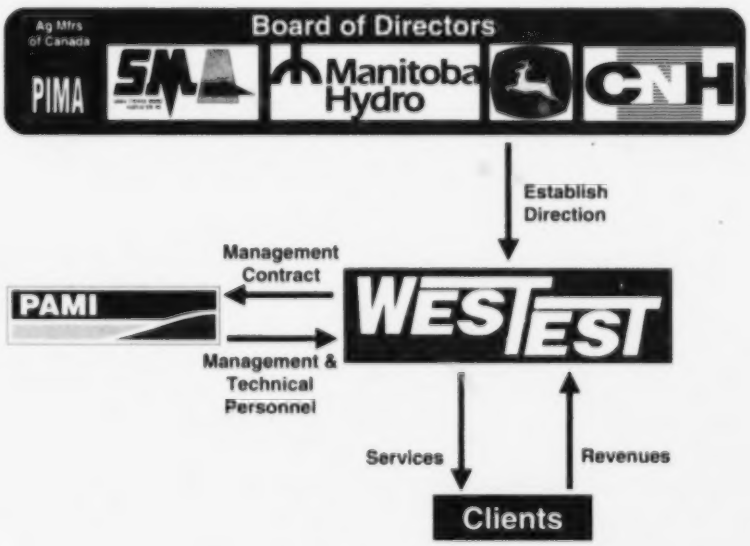
With the assistance of the Vehicle Technology Centre (VTC), Western Economic Diversification and Manitoba Government, WESTEST has acquired a Multi-Axial Simulation Table (MAST), which greatly extends the facility's testing capability. It is able to obtain a true, accurate, accelerated simulation of the real-life rigors of vehicle components, packaging, and others.

WESTEST and PAMI in partnership operate a two-chamber environmental laboratory at Humboldt which allows WESTEST to conduct a variety of vehicle tests.

WESTEST
Board of Directors

Jerry Engel,
Chairman
Roger Ludwick,
Vice-chairman

Directors:
David Gullacher
Phil Reeves
Robert Malcolm
Don Watt
Loren Katzenberger
Tom McCrea
Gary Harris
Carol Vibert



Mechanical Testing

- Accelerated durability testing, cyclic fatigue testing
- Data acquisition and analysis
- Vehicle and component testing
- Industrial vehicle proving ground
- Noise measurement and analysis
- Force, load, and vibration testing
- MAST testing

WESTEST's Mechanical Testing department provides a wide range of services to assist clients with such items as prototype design and testing, load and vibration testing, data collection, sound level testing, and other related services. Hydraulically powered, computer controlled actuators are employed to subject machines or components to actual-scale forces or vibrations. By taking advantage of these services, clients can considerably reduce the development cycle of a new or improved product.

Many of the projects are conducted on a confidential basis for clients in the transportation and agricultural machinery industries.

Vibration testing a fuel tank.

Package Testing

- Experimental, innovative packaging design
- Container conditioning
- U.S. Department of Transportation (USDOT) registered
- International Safe Transit Association (ISTA) testing
- Transport Canada registered

WESTEST's Package Testing department is able to design, develop, and rigorously test all types and sizes of flexible and rigid intermediate bulk containers, non-bulk packaging, pre-shipment packages, and dangerous/hazardous goods packaging. The department has a nearly full line of testing apparatus and conditioning chambers for its work. The team is familiar with packaging standards throughout the world.

Other Services

In addition to its mechanical and package testing capabilities, WESTEST offers three other specialized services to meet specific industry needs.

- The EuroCompliance service is a knowledge-based coaching and testing service designed to prepare manufacturers to meet the technical requirements for export to the European community.
- A dedicated facility tests large-scale rotary mowers to recognized safety standards.
- Wire rope testing is conducted with a non-destructive electronic system that evaluates the useful life of wire ropes commonly used in the mining industry.

WESTEST

Testing a peanut shipping package.

The EuroCompliance service is designed to prepare manufacturers to meet the technical requirements for export to the European community.

Project Activities

This annual report briefly describes the activities and accomplishments for the fiscal year 2003/04 for PAMI and WESTEST, and looks ahead to the upcoming year. First, an overview summarizes the highlights of the year, followed by a more detailed discussion of activities by category.

Overview

PAMI completed a strategic plan which will carry the organization through to 2006. The plan focuses on financial and human resource sustainability, and clarification of the organization's image.

Renowned for its work in safety, PAMI lead the way in the development of *"On Guard!"*, a handbook for home-built guarding of farm equipment. The publication is aimed at farmers and concentrates on retrofitting used machinery with proper guarding.

PAMI has completed its first year of research on field-side alfalfa fractionation, a process that produces protein-rich juice suitable for processing into value-added goods. This project could result in a significant economic benefit to Prairie alfalfa producers.

Manure research continues to be a very important and valuable activity at PAMI. Several projects examined the agronomic benefits of manure application. Research expanded in 2003/04 to include poultry manure.

PAMI continued to play a leading role in combine harvester research and development around the world. It also continued to provide testing services for emergency vehicles and military/peacekeeping vehicles and equipment.

The ability of WESTEST to service the transportation and agricultural manufacturing industries has been greatly expanded with the addition of a MAST table. This special machine can perform a variety of real-life environment tests not previously available to WESTEST's clients.

Harvey Chorney

Harvey Chorney joined PAMI as Vice President, Manitoba Operations. As an experienced professional engineer, he brings extensive knowledge and ideas in innovative design, product development, and reliability testing. His knowledge from more than 20 years in agricultural manufacturing brings solid capability to the leadership ranks at PAMI.

PAMI's manure injection truck.

Looking ahead

PAMI will be expanding on several existing projects, and introducing some new initiatives in the upcoming year.

- Development of a prototype plot combine
- Expansion of the used farm machinery safety initiative
- Precipitation harvesting
- Drying stored grain
- Hammer milling ginseng root
- Beehive uncapping device
- Application of liquid swine manure to hybrid poplar trees

In Review

Over the next few pages, several major accomplishments for the 2003/04 fiscal year are described in brief. Unfortunately, space does not permit every accomplishment to be discussed, so the projects presented below where chosen as representative samples.

Agricultural Research

- Agronomic research
- Flax straw recovery
- Agro-Forestry research
- Alfalfa fractionation
- Livestock manure application research
- Hog production handbook
- Berry harvesting

Growing early-maturing silage corn seeded with an air drill in the black soil zone in Saskatchewan was studied. In a related project in Manitoba, the benefits of solid-seeding silage corn with an air seeder were also examined. One year of results indicates the air drill outperformed the conventional row planter.

Harvesting silage corn.

A project to find a suitable method of predicting straw availability from flax crops based on pre-harvest sampling was completed. It found that a reasonable estimate of straw availability was best predicted by measuring the material-other-than-grain (MOG) from sampling areas throughout the field. The type of harvesting and baling equipment used had little impact on straw recovery. Decreasing the cutting height from 20 cm to 10 cm (8 in. to 4 in.) can increase straw yield by 50 per cent.

Increased interest in agro-forestry on the Prairies has created a need for tree planting machinery suitable for establishing tree plantations in a cost effective way. PAMI developed the *"Agro-forestry Planting Equipment Guide"* which lists machinery available anywhere on this continent and abroad, where it is available, and the specifications for each machine.

In cooperation with the Great Plains Aseptic Processors and the Manitoba Food Development Centre, PAMI conducted a proof of technical concept study on field-side alfalfa fractionation. Fractionation separates the constituents of the alfalfa plant through chemical and physical methods. The study, financed by Saskatchewan Agriculture, Food and Rural Revitalization's Agri-Value program showed that alfalfa juice is very high in various proteins and is suitable for value-added processing. It is a viable alternative to blood and bone meal supplements for animal feed. High quality food grade proteins can also be extracted and enough nutrients remain in the pulp to make it useful as animal feed.

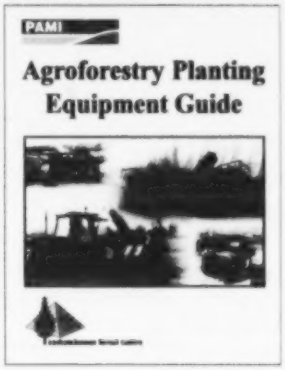
The economic benefits to Prairie forage producers of field-side processing could be immense. More than 8 million acres of alfalfa are grown on the Canadian Prairies annually. Research will continue.

PAMI continues to lead in livestock manure management research on the Prairies. Areas of research include field application technology, agronomic research, and manure processing. With the support of the Canadian Pork Council, PAMI is developing a guidebook for hog producers aimed at minimizing Green House Gas emissions.

For the eighth year, PAMI conducted swine manure research in cooperation with the University of Saskatchewan. Much of the focus has turned to examining the long-term effects of manure application such as the potential for buildup of salts and nutrients.

Project Activities

Agro-forestry Planting Equipment Guide.



The economic benefits to Prairie forage producers of field-side alfalfa fractionation could be immense.

A guidebook for hog producers.

Project Activities

Post-emergent swine manure injection on wheat increases protein levels in the grain.

Beehive uncapping device.

PAMI is the sole certified tester capable of testing street sweepers to ensure compliance with California Dust Emission Standards.

The results of a four-year project indicate that post-emergent injection of swine manure on wheat increases protein levels and can also increase yield during years of good growing conditions. A similar project using poultry manure also produced positive results.

The development and testing of a small, affordable berry harvester suitable for small to mid-size orchards was completed. Field trials over two years and modifications to the original design improved harvest efficiency rates. The unit compares favourably to larger, more expensive harvesters although additional improvements are required to the collector.

PAMI prepared a farm equipment lighting and marking information guidebook for the Agricultural Equipment Manufacturers. The guidebook is based on standards developed by the American Society of Agricultural Engineers .

Other projects were conducted related to oilseed flax production, flax straw retting, assessment of infrared technologies in evaluating breeding soundness for bulls, and a device that uses hot air to cause the wax seal over beehive honey combs to pop open.

Agricultural Development

- Combine testing
- Prototype development and testing
- International consulting
- OEM component testing

Agricultural development projects are generally conducted for farm equipment manufacturers, and are funded entirely on a fee-for-service basis by the companies involved. Since confidentiality is often critical to the client, discussion of individual projects is necessarily limited.

In 2003/04, PAMI provided a full range of product development services from concept development, design, and prototype fabrication to laboratory and field testing, performance evaluation, and customer monitoring.

With larger, more powerful, and more expensive harvesting equipment, efficient performance and operation is critical. During the year, PAMI provided field-testing services to harvest equipment manufacturers across Western Canada, throughout the United States, and in several other regions of the world.

Many of the projects were conducted to adapt combines to our special prairie conditions. Projects were also conducted for local manufacturers of components for harvesting equipment. PAMI works with these manufacturers to optimize the operation of their components to ensure they work well with the host machine.

Other Projects

- Street sweeper certification
- Ambulance testing
- Flax fibre production
- Military/peacekeeping vehicle and equipment testing
- ROPS and FOPS testing

PAMI conducted a series of tests on a Saskatchewan-produced street sweeper to certify the machine to standards acceptable for export to the United States. The machine has been accepted by a California agency, allowing the company to expand its market into other parts of the U.S. and Canada. PAMI is the sole certified tester capable of testing street sweepers to ensure compliance with California Dust Emission Standards. These standards are used by large urban centers throughout North America for purchasing new street sweepers.

Street sweeper.

Ambulance testing for quality assurance and for compliance with jurisdictional standards continued for a local company. Tests were conducted on air conditioning, heating, seat belts, roof load capacities, sound transmission, lighting, and carbon monoxide infiltration.

Ambulance testing.

Using natural air fan systems to dry grain can be cost effective, allow earlier harvesting, and improve grain quality. PAMI is working to enhance this system with the addition of an automated fan control. This will allow the system to choose operating times which will produce the best result while minimizing high loads on power utilities.

PAMI, in association with Biolin Research Inc., investigated the feasibility of growing fibre flax in Saskatchewan. The project used PAMI's unique plot seeding technology to solid-seed test plots at three locations in the province.

PAMI continues to conduct a significant amount of testing, design, and feasibility studies for a variety of vehicles and equipment associated with military/peacekeeping activities. Vehicle component testing was also conducted for a major police service.

Other activities included vehicle aerodynamic and fuel consumption tests, and Roll Over Protective Structure (ROPS) design. Falling Object Protective Structure (FOPS) testing was also conducted.

Focus on Safety

Each year, more than 1700 agricultural-related, hospitalized injuries occur in Canada. Agricultural machines are involved in half of these injuries, and used machinery makes up a significant portion of that total.

In 2003/04, PAMI prepared a handbook dealing with proper guarding of used farm equipment. *"On Guard"* was one part of a two-part pilot project using an engineering approach to machinery safety on Canadian farms. The second part focused on auger inlet injuries, and developed an improved auger inlet guard.

The project was initiated and coordinated by PAMI's Jim Wassermann. He recognized that while considerable effort was being put into training, education, and technology transfer on farm safety, there was also a need for engineering solutions, especially for used machinery. PAMI's engineering experience could be applied effectively to the problem.

As a Canadian Agricultural Safety Association (CASA) board member, Jim consulted his colleagues across the country. A national team of 46 advisors was established. Funding was secured from Canadian Adaptation and Rural Development (CARD) for the project. The project was completed within a year.

An improved auger guard

The auger inlet guard and the handbook are being evaluated nation-wide. Feedback from farmers and safety professionals will be used to develop a long-term approach to improving safety of used farm equipment. Examples of major issues to address include ROPS and seatbelts on used tractors, and hazards involving PTO's.

Project Activities

Machinery safety handbook.

PAMI has earned respect throughout the industry over the years for its work in safety research and development.

Project Activities

WESTEST has partnered with the Vehicle Technology Centre and is acquiring new equipment.

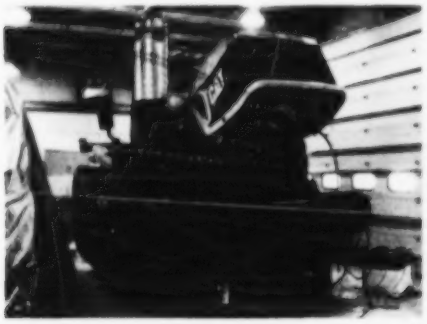
- EuroCompliance testing
- Wire rope testing
- Mower testing
- Highway coach component testing
- Bulk and non-bulk package testing
- Drop, top-lift, vibration testing
- Incline impact testing
- Standards Compliance Certification testing
- MAST table/vibration testing

WESTEST Services

In 2003/04, WESTEST completed approximately 190 projects for clients, primarily in the transportation and bulk packaging industries. Test results are confidential, to be used solely by the client to gain a competitive advantage.

WESTEST continued to provide specialized EuroCompliance, rotary mower, and wire rope testing services to meet specific industry needs. Several projects were completed in each of these three areas over the year.

The Mechanical Testing department continues to provide a variety of services to the transportation industry and agricultural machinery manufacturers. Durability and performance tests were conducted for manufacturers to assist them in developing improved and more reliable components and assemblies. The current noise and vibration equipment captures load data that is used for accelerated lab testing of current and redesigned components.



Right: Engine installation validation testing.

The Vehicle Technology Centre has identified equipment needed to support the vehicle industry in Manitoba. WESTEST has partnered with the Vehicle Technology Centre and is acquiring new equipment. A MAST table has been commissioned, a tow dynamometer and mobile data acquisition equipment has been ordered. WESTEST now has expanded fatigue simulation capabilities and will be able to do complete vehicle powertrain testing. The Vehicle Technology Centre is supported by Western Economic Diversification Canada and the Province of Manitoba.

WESTEST also provides services to recreational vehicle manufacturers.

During 2003/04, the Package Testing department conducted more than 120 tests on behalf of container manufacturers. Many of the projects were related to testing packaging for hazardous materials. The division also conducted package testing for some high-end electronics manufacturers. The recent development of an incline impact test facility has been of significant benefit to clients seeking WESTEST's expertise. Some significant new clients were acquired during the year.

Computer control lab.

Strategic Plan

During 2003/04, PAMI initiated its 2004-2006 Strategic Plan. The Strategy was developed with input from the Board, Corporate Management Team, and Project Area Managers. An independent management consulting team facilitated the process.

The Strategy will allow PAMI to position itself for success in a challenging and changing environment by building on its strengths and improving on its weaknesses. Every organization has risks that may impact its performance. PAMI's key risk is revenue generation. Over 70 per cent of the organization's revenue must be sourced through fee-for-service sales. To that end, the Strategy identifies three key goals.

- **Reach healthy, realistic, financial sustainability**
- **Position PAMI with our clients and stakeholders to further enhance support of our business**
- **Ensure PAMI's human resource management plan helps to build PAMI sustainability**

Strategic responses identified to address the issues facing PAMI include seeking better security of base funding, and placing more emphasis on marketing. Progressive human resource management strategies will be implemented to allow the organization's people to better utilize their skills, knowledge, and experience.

Action has already been taken on many issues. As an example, sales representatives have been established in Ottawa and Kelowna to expand sales efforts and to cover a wider geographic area. The Strategy will be periodically reviewed and updated as necessary.

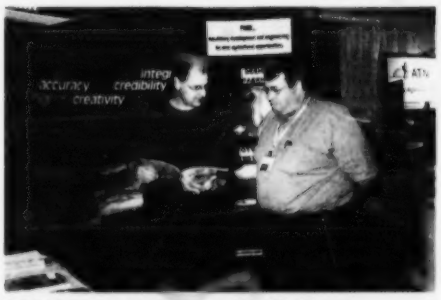
Information Services

- **6 News Releases**
- **8 Exhibitions, Trade Shows**
- **4 Research Updates**
- **32 Presentations**
- **Research library services**

The importance of sharing the results of PAMI's research is at the root of the organization's existence. Information Services is responsible for this dissemination, from Research Updates and press releases to participation at exhibitions, seminars, media interviews, and workshops.

The corporate website plays an increasingly important role in providing clients and producers with timely information. Research updates, news releases, and a complete description of PAMI's client services are available on the website. It is also linked to the WESTEST website.

PAMI's excellent research library is fully equipped with a variety of databases and search tools, and has access to technical libraries world-wide. It continued to provide support to staff by conducting literature, data, and standards searches. The facility responded to over 400 requests from producers. These requests included queries concerning used farm equipment and parts availability, current research activities, energy usage, how-to information, building plans, contacts, articles on specific topics, and tractor and equipment information, among a variety of topics.



PAMI's participation at exhibitions increases awareness among producers.

Strategic Activities

The Strategic Plan will allow PAMI to position itself for success in a challenging and changing environment.

Strategic Activities

Awards

Gordon Hultgreen, Soils and Crops Manager, received the Saskatchewan Soil Conservation Association's (SSCA) 2004 Award of Merit for his long-standing contribution to soil conservation, and in particular for his valuable work on direct seeding and swine manure management.

Left to Right:
Barry Book, RBC Royal Bank;
Gordon Hultgreen, PAMI;
Tim Nerbas, SSCA.

Gord joined PAMI in 1991. His many outstanding achievements during that time include his integral role in the development of a Direct Seeding Manual, expanded research into the benefits of swine manure as a fertilizer, and providing agronomic advice to developing regions that Canada is seeking to assist with fundamental agricultural technology.

SSCA is a non-profit, producer-based organization established in 1987 to promote soil conservation in Saskatchewan. The annual award, co-sponsored by RBC Royal Bank, recognizes individual achievement and contribution toward promoting production systems that reduce soil degradation while maintaining economic viability.

A key role for PAMI is to share its expertise and experience and to contribute to the community at large.

As an organization, PAMI was honoured with a Certificate of Excellence from the Saskatchewan Herb and Spice Association for long term research and development support to the group. PAMI's crop processing facilities have played an important role in the expansion of the industry in recent years.

The Saskatchewan Herb and Spice Association was formed in 1991 to develop the industry. The industry has experienced steady, significant growth in recent years.

Partnerships

A key role for PAMI is to share its expertise and experience by participating in partnerships to promote sustainability of the agricultural industry and to contribute to the community at large. In that capacity, PAMI participated on many committees, associations, and similar organizations including the following:

- Manitoba Horticultural Processing Committee
- Protective Systems Committee of the Society of Automotive Engineers
- Saskatchewan Taking Charge Committee on Greenhouse Gas Mitigation
- Sask Pork Research Committee
- Saskatchewan Advisory Sub-council on Soil Fertility
- Canadian Agricultural Safety Association

PAMI also provided sponsorships to Sask Pork Industry Symposium, Saskatchewan Livestock Association Convention, Canadian Western Agribition, and Bio-Logical Futures Conference.

In addition to these partnerships, PAMI continues to participate with many other organizations related to agricultural engineering, agronomy, and conservation.

Learning and growth

PAMI is committed to the personal and professional development of its staff and to provide them with an opportunity to diversify their contribution to the organization. PAMI continued in 2003/04 to provide its staff with administrative, professional, and technical training. In the end, our clients will reap the benefits.

Financial Summary

A struggling agricultural environment resulted in fee-for-service revenues coming in about 20 per cent under budget. Factors such as drought, BSE, and low commodity prices all had an impact on revenues. After implementing a cost reduction program, PAMI still experienced a corporate deficit of $303,841. Overall corporate expenses were reduced by $127,707 or approximately three per cent. The fee-for-service revenue of $2,565,641 was similar to that of the 2002/03 fiscal year, indicating a lack of growth during the year.

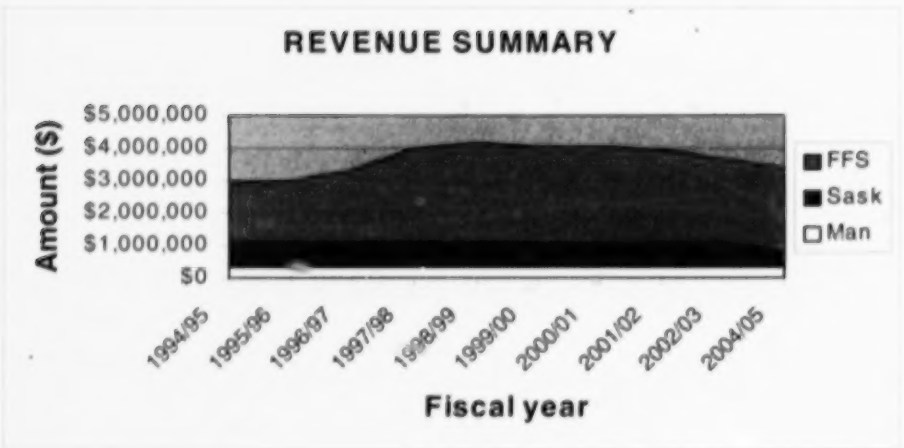
The Province of Saskatchewan changed its funding format by reducing its base-grant to $468,000. The Province of Manitoba maintained its base-grant at $332,500. The accompanying graph shows a 10-year summary for grants and fee-for-service revenue for PAMI.

During the year, PAMI invested $146,017 in capital assets. Continued capital investment is required to ensure that facilities and equipment are kept in a reasonable state of currency.

As we move into the next fiscal year, we plan to take actions to enhance our sales effectiveness toward our fee-for-service revenues and develop more flexibility in our cost base to manage the variations in our markets .

Strategic Activities

The fee-for-service revenue of $2,565,641 was similar to that of the 2002/03 fiscal year.



AUDITOR'S REPORT

FINANCIAL STATEMENTS

For the Year Ended March 31, 2004

Management's Responsibility for Financial Statements

The Financial Statements and other related financial information contained in the annual report are the responsibility of management and have been approved by PAMI's Board of Directors.

Preparation of these statements has been done according to Canadian generally accepted principles. Financial data elsewhere in the annual report are consistent with information contained in the financial statements.

PAMI maintains a system of internal controls designed to provide reasonable assurance that the financial information is reliable and that the corporate assets are safe-guarded. The Provincial Auditor for Saskatchewan is appointed by legislation to annually audit the accounts and financial statements of PAMI. His report follows.

David Gullacher,
President/CEO

Barrie Broad,
Vice President,
Corporate Services

Humboldt, Saskatchewan
June 11, 2004

To the Members of the Legislative Assembly of Saskatchewan

I have audited the balance sheet of the Prairie Agricultural Machinery Institute as at March 31, 2004 and the statements of revenues, expenses and net assets, and cash flows for the year then ended. The Institute's management is responsible for preparing these financial statements for Treasury Board's approval. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Prairie Agricultural Machinery Institute as at March 31, 2004 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Regina, Saskatchewan
June 11, 2004

Fred Wendel, CMA, CA
Provincial Auditor

Statement 1

PRAIRIE AGRICULTURAL MACHINERY INSTITUTE
BALANCE SHEET
As at March 31

	2004	2003
ASSETS		
Current:		
Cash	$ 2,872	$ 5,583
Accounts receivable	648,095	980,352
Prepaid expenses	85,164	71,498
	736,131	1,057,433
Restricted cash (Note 2c)	-	8,398
Property, plant and equipment (Note 4)	3,539,364	3,671,971
	$ 4,275,495	$ 4,737,802
LIABILITIES AND NET ASSETS		
Current:		
Bank indebtedness (Note 7)	$ 327,419	$ 331,707
Accounts payable and accrued liabilities	249,709	269,572
Due to General Revenue Fund (Note 3)	161,451	97,615
Unearned revenue	81,997	124,305
	820,576	823,199
Loan payable (Note 8)	7,952	18,556
Deferred capital grants	1,932,511	2,059,337
Due to Government of Alberta (Note 6)	23,938	42,351
	1,964,401	2,120,244
	2,784,977	2,943,443
Net assets (Statement 2)	1,490,518	1,794,359
	$ 4,275,495	$ 4,737,802

Commitments (Notes 9 and 12)

(See accompanying notes to the financial statements)

PRAIRIE AGRICULTURAL MACHINERY INSTITUTE
STATEMENT OF REVENUES, EXPENSES AND NET ASSETS
Year Ended March 31

	Budget (Note 15)	2004	2003
Revenues			
Provincial transfers:			
Saskatchewan - General Revenue Fund - Department of Agriculture, Food and Rural Revitalization	$ 468,000	$ 468,000	$ 768,000
Manitoba - Consolidated Fund - Department of Agriculture	332,500	332,500	332,500
	800,500	800,500	1,100,500
Fee for service	3,172,000	2,565,641	2,531,957
Capital grants (Note 5)	130,000	126,826	144,961
Interest income	1,500	3,134	33,627
Subscription income	15,000	16,425	23,038
Other income	5,000	3,399	2,203
Total revenue	4,124,000	3,515,925	3,836,286
Expenses			
Salaries and benefits	2,399,435	2,237,312	2,322,342
Operating	1,465,975	1,311,615	1,338,772
Amortization	258,000	270,839	286,359
Total expenses (Schedule 1)	4,123,410	3,819,766	3,947,473
Excess of (expenses) over revenues	590	(303,841)	(111,187)
Net assets, beginning of year	1,794,359	1,794,359	1,905,546
Net assets, end of year (Statement 1)	$ 1,794,949	$ 1,490,518	$ 1,794,359

(See accompanying notes to the financial statements)

Statement 3

PRAIRIE AGRICULTURAL MACHINERY INSTITUTE
STATEMENT OF CASH FLOWS
Year Ended March 31

	2004	2003
Cash flows provided by (used in) operating activities:		
Receipts from customers and other	$ 2,860,917	$ 2,399,396
Receipts from Saskatchewan General Revenue Fund	468,000	768,000
Receipts from Manitoba Consolidated Fund	332,500	332,500
Payments to suppliers and employees	(3,566,562)	(3,659,911)
Interest received	3,134	33,627
Interest paid	(12,275)	(9,048)
Cash flows provided by (used in) operating activities	85,714	(135,436)
Cash flows provided by (used in) investing activities:		
Purchase of property, plant and equipment	(146,017)	(537,533)
Proceeds from sale of property, plant and equipment	250	8,861
Cash flows (used in) investment activities	(145,767)	(528,672)
Cash flows provided by (used in) financing activities:		
Repayment of loan (Note 8)	(10,604)	(10,603)
Receipt of capital grants	-	36,100
Decrease in restricted cash	8,398	345,545
Cash flows (used in) provided by financing activities	(2,206)	371,042
Net (decrease) in cash and cash equivalents	(62,259)	(293,066)
Cash and cash equivalents, beginning of year	(423,739)	(130,673)
Cash and cash equivalents, end of year	$ (485,998)	$ (423,739)
Cash and cash equivalents comprised of:		
Cash	$ 2,872	$ 5,583
Due to General Revenue Fund	(161,451)	(97,615)
Bank indebtedness	(327,419)	(331,707)
	$ (485,998)	$ (423,739)

(See accompanying notes to the financial statements)

PRAIRIE AGRICULTURAL MACHINERY INSTITUTE
NOTES TO THE FINANCIAL STATEMENTS
March 31, 2004

1. Status of Institute

The Prairie Agricultural Machinery Institute (Institute) is a body corporate under *The Prairie Agricultural Machinery Institute Act, 1999*. The affairs and business of the Institute are managed by the Prairie Agricultural Machinery Institute Board (Board).

The purposes of the Institute are:

a) to test and appraise under actual or simulated working conditions, machinery and electronic equipment used or intended to be used in the agriculture or food industries;

b) to undertake research and development projects to improve and develop machinery and electronic equipment for agricultural or food industries use;

c) to publish such reports, pamphlets and bulletins as are consistent with the intent of the Act; and

d) to perform such additional functions as may be determined by the Board to be consistent with the objectives of the Institute.

The Institute's testing facilities are located in Humboldt, Saskatchewan and Portage La Prairie, Manitoba.

On wind-up, any net assets will be divided between Saskatchewan and Manitoba in proportion to their share in the Institute's assets equivalent to the percentage of funding provided to date by each province. Saskatchewan's share is about 70% and Manitoba's is about 30%.

The Institute relies on funding from the Government of Saskatchewan and Manitoba. It also relies on one customer for continued fee for service. This customer accounts for 33% (2003 - 27%) of its fee for service.

2. Significant Accounting Policies

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles. The significant accounting policies of the Institute are as follows:

a) Property, Plant and Equipment

Property, plant and equipment are recorded at cost less accumulated amortization. The Institute's property, plant and equipment policy requires items with a minimum cost of $1,000 and an estimated useful life of greater than a year to be capitalized. Also, self-constructed assets are recorded at cost, including labour and materials. Amortization is recorded using the declining balance method over the asset's expected useful life. The following rates have been used in applying this policy:

Building	5%
Equipment	10%
Furniture	10%
Vehicles	10%
Computer equipment	30%

b) Fee for Service Revenue

Fee for service is recognized as revenue when the related services have been provided. Fee for service on contracts and subscription revenue is recognized using the percentage of completion method. Monies received prior to providing services and subscriptions received for future periods are recognized as unearned revenue.

c) Capital Grants

Grants for property, plant and equipment are deferred until the assets are put in use and amortized. The Institute recognizes the capital grants as revenue equal to the amount of amortization charged for those assets. The amounts of capital grants unspent are recorded as restricted cash.

d) Provincial Transfers

The Institute recognizes provincial transfers when received or receivable. The Institute's operations are funded by the Government of Saskatchewan (Saskatchewan) and the Government of Manitoba (Manitoba) according to an agreement between the two provinces. Under Order in Council 1800/79 the Institute is not required to return the unused portion of the provincial transfers.

3. Due to General Revenue Fund

One of the Institute's bank accounts is included in the Consolidated Offset Bank Concentration (COBC) arrangement for the Government of Saskatchewan. At year-end, the Institute owes the General Revenue Fund $161,451 (2003 - $97,615).

The General Revenue Fund calculates interest on a quarterly basis using the Government's thirty-day borrowing rate and the Institute's average daily bank account balance. For 2004, the average rate was 2.79% (2003 – 2.62%).

4. Property, Plant and Equipment

	2004			2003
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Buildings	$ 4,160,076	$ 2,007,290	$ 2,152,786	$2,249,139
Equipment	1,830,221	1,063,038	767,183	754,992
Land & improvements	279,841	-	279,841	279,841
Furniture	149,327	124,980	24,347	28,861
Vehicles	392,559	185,308	207,251	230,279
Computer equipment	445,993	338,037	107,956	128,859
Total	$ 7,258,017	$ 3,718,653	$ 3,539,364	$ 3,671,971

5. Capital Grants

During the year, the Institute recorded $126,826 (2003 - $138,396) as capital grants equal to the amortization recorded for the government assisted property, plant and equipment.

6. Due to Government of Alberta

Effective March 31, 1988, Alberta terminated its participation in the original agreement dated October 1974 which established the Institute. As part of the termination, the Institute agreed to transfer to Alberta 35% of the Institute's net assets as at March 31, 1988. The amount owing to Alberta is $23,938 (2003 - $42,351). The Institute is discharging this liability by performing services for Alberta. Due to the nature of this payable, the fair value has not been determined.

7. Bank Indebtedness

The Institute is authorized to borrow up to $1.0 million under *The Prairie Agricultural Machinery Institute Act, 1999*. The Institute has established a line of credit of $600,000 with a bank. The Institute's accounts receivable are assigned as collateral for the bank indebtedness. Interest is charged on the line of credit at the bank's prime rate.

At year-end, the Institute owed the bank $327,419 (2003 - $331,707) on this line of credit.

8. Loan Payable

The Institute has a loan payable to a finance company for the acquisition of equipment. This loan has an implicit interest rate of 2.9% per annum. The Institute is required to pay $883 per month (including interest) until December 2005.

9. Commitments

The Institute has agreed to provide monetary and in-kind contributions for several research and development contracts in the future. The commitments at March 31, 2004 for such contributions totalled $45,617 (2003 - $82,635).

10. Financial Instruments

a) Significant terms and conditions

Significant terms and conditions related to financial instruments may affect the amount, timing and certainty of future cash flows. When such significant terms and conditions exist, they are described separately in the financial statements and the notes thereto.

b) Fair value

The fair values for the following financial instruments approximate their carrying values due to the immediate or short-term nature of these instruments:

i) accounts receivable
ii) bank indebtedness
iii) due to General Revenue Fund
iv) accounts payable and accrued liabilities
v) loan payable

c) Credit risk

The Institute is exposed to credit risk from the potential non-payment of accounts receivable. The credit risk on these accounts receivable is minimal because most contracts are with provincial and/or federal governments or well-established large private companies. An allowance for doubtful accounts is recorded for all those accounts that are considered uncollectible. The allowance for doubtful accounts recorded during the year was $342 (2003 - $12,266).

d) Interest rate risk

The Institute is exposed to interest rate risk when the value of its financial instruments fluctuates due to changes in market interest rates. The Institute's receivables from governments are non-interest bearing. Receivables from private organizations and individuals bear interest at two percent. The Institute's payables are non-interest bearing.

e) Currency risk

The Institute is exposed to currency risk when the value of its financial assets and liabilities held in U.S. currency fluctuates. This occurs due to changes in the value of the U.S. dollar relative to the Canadian dollar. At March 31, 2004, the Institute had accounts receivable of $177,143 (2003 - $88,008) converted to Canadian dollars at year-end at a conversion rate of 1.3105 (2003 - 1.4693).

11. Related Party Transactions

These financial statements include transactions with related parties. The Institute is related to all Saskatchewan Crown agencies such as departments, corporations, boards and commissions under the common control of the Government of Saskatchewan. The Institute is also related to all Manitoba Crown agencies because of the Government of Manitoba's participation in the operations of the Institute. In addition, the Institute is related to non-Crown enterprises that the Government of Saskatchewan or the Government of Manitoba jointly controls or significantly influences.

Routine operating transactions with related parties are recorded at the agreed upon rates and are settled on normal trade terms. Those transactions and amounts outstanding at year-end are as follows:

	2004	2003
Saskatchewan		
Fee for service revenue	$ 584,514	$ 357,489
Operating expenses	378,592	415,933
Accounts receivable	77,502	137,313
Accounts payable and accrued liabilities	26,935	27,727
Manitoba		
Fee for service revenue	$ 19,622	$ 67,517
Operating expenses	52,596	52,640
Accounts receivable	7,804	1,153
Accounts payable and accrued liabilities	2,569	2,251

In addition, the Institute pays Saskatchewan and Manitoba Provincial Sales Tax to each province's Department of Finance on its taxable purchases made in those provinces. Taxes paid are recorded as part of the cost of those purchases.

Other transactions with related parties and amounts due to/from them are described separately in the financial statements and the notes thereto.

Notes

12. Lease Commitments

Lease terms on equipment and land range from 3 to 10 years. Lease costs for land and equipment totalled $42,508 (2003 - $48,510).

The Institute is required to make the following minimum lease payments in future years:

2005	$ 42,459
2006	26,391
2007	21,156
2008	8,060
2009	2,800
2010	2,800
Total	$103,666

13. Contractual Arrangement

The Institute entered into a contractual arrangement with Western Canada Testing Inc. (WESTEST), to manage and operate WESTEST under the direction of WESTEST's Board of Directors. Under the arrangement the Institute retains a certain percentage of the service fees from WESTEST clients. WESTEST is a federally incorporated, not-for-profit Corporation that carries out research and development in the areas of mechanical and agricultural engineering. During the year, the Institute earned $414,795 (2003 - $544,762) from WESTEST and recorded that as fee for service revenue. At year-end, accounts receivable includes $133,323(2003 - $123,533) due from WESTEST.

14. Pensions

The Institute's employees participate in either the Public Service Superannuation Plan, a multi-employer defined benefit pension plan, or the Public Employees Pension Plan, a multi-employer defined contribution pension plan. These costs are included in salaries and benefits. The Institute's responsibility is limited to paying the required employer contributions for its employees. During the year, the Institute's cost was $84,507 (2003 - $86,084) for contribution to these plans.

15. Budget

The budget for 2003/2004 was approved by the Board on March 20, 2003.

16. Comparative Figures

Certain comparative figures have been restated to conform with the current year's presentation.

Schedule 1

PRAIRIE AGRICULTURAL MACHINERY INSTITUTE
SCHEDULE OF EXPENSES
YEAR ENDED MARCH 31

	2004	2003
Salaries and benefits	$ 2,237,312	$ 2,322,342
Travel and vehicle operations	348,670	182,080
Amortization	270,839	286,359
Insurance, licences and property taxes	206,960	188,535
Contractual services	182,728	166,421
Shop supplies	146,559	324,971
Utilities	102,010	116,786
Stationery and office supplies	65,604	58,417
Repairs and maintenance - building and equipment	60,264	53,489
Telephone	51,540	52,796
Computer services	33,103	57,998
Lease – land and equipment	30,490	29,127
Advertising and promotion	18,038	22,594
Reference material	17,143	16,872
Interest expense	16,738	1,586
Professional and technical services	13,256	17,843
Printing and binding	11,654	10,400
Bad debt expense	3,618	36,200
Honoraria	3,240	2,657
	$ 3,819,766	$ 3,947,473

PAMI's Staff

Corporate Management Team

Gullacher, David	President/CEO
Broad, Barrie	VP, Corporate Services
	Manager, Quality Assurance
Chorney, Harvey	VP, Manitoba Operations
Wassermann, Jim	VP, Saskatchewan Operations

Administrative Services

Abrey, Rachel	Administrative Supervisor
Aquin, Annette	Administrative Supervisor
	Quality Assurance Coordinator
Bergermann, Carol	Controller
Brooks, Janette	Administrative Assistant
Malinski, Marilyn	Accounting Supervisor
Stroeder, Shelly	Administrative Assistant
Szautner, Laurie	Quality Assurance Coordinator

Communication Services

Doepker, Sharon	Research Librarian
Jackson, Carol	Assistant
Lepage, Dianne	Administrative Assistant

Agricultural Research & Development

Beaulieu, Kelly	Manager

Applied Technologies

Lucyshyn, Troy	Manager
Pauli, Brad	Assistant Manager

Business Development

Burke, Harry

Harvesting Technologies

Hill, Les	Manager
Kelly, Dave	Assistant Manager

Mechanical Engineering

Schott, Ryan	Manager

Package Testing

Carr, Terry	Assistant Manager

Research & Development

Leduc, Philip	Senior Manager

Soils & Crops

Hultgreen, Gordon	Manager
Stock, Wayne	Assistant Manager

Shop Services

Bay, Ted	Supervisor
Cleaver, Cam	Project Technician
Cook, Murray	Fabricator
Doepker, Gordon	Maintenance
Koski, Pete	Fabricator
Rauert, Andrew	Fabricator
Smith, Art	Supervisor

Technical Services

Burton, Gregory	Computer Systems Administrator
Carmichael, Ken	Computer Systems Administrator
	Instrumentation/Electronics
	Supervisor
Cross, Errol	Project Technician
Gregg, Nathan	Project Technician
Klapak, Nelson	Project Engineer
Lechler, Mark	Project Engineer-In-Training
McGhee, Dwayne	Project Technician
Rude, Derek	Project Technologist
Wylde, Jarrett	Project Technician

PAMI people are:

- Creative and possess a "can-do" attitude.
- Conscientious, credible, and hard-working.
- Broadly experienced, capable, and expert in field and physical testing.
- Knowledgeable in agricultural machinery and other equipment.

Prairie Agricultural Machinery Institute

...Applying Technology for Agriculture

Head Office
P.O. Box 1900, Highway #5 West
Humboldt, SK S0K 2A0
Phone: (306) 682-2555
Fax: (306) 682-5080
E-mail: pami@sasktel.net

Saskatchewan Operations
P.O. Box 1150, Highway #5 West
Humboldt, SK S0K 2A0
Phone: (306) 682-5033
Fax: (306) 682-5080
E-mail: humboldt@pami.ca

Manitoba Operations
P.O. Box 1060, 390 River Road
Portage la Prairie, MB R1N 3C5
Phone: (204) 239-5445
Fax: (204) 239-7124
E-mail: portage@pami.ca

Websites: www.pami.ca
www.westest.ca

PRAIRIE AGRICULTURAL MACHINERY INSTITUTE
CONSOLIDATED REPORT

March 31, 2004

Vendors Over $20,000

Vendor	Amount
Public Employees Superannuation	$ 162,885
Royal Bank Visa	145,934
Insurance Associates	124,096
Thompson Travel	96,080
Blue Cross	81,378
HB International	71,998
City of Humboldt	62,650
Sask Property Management Corporation	44,812
Encore Business Solutions	41,610
Sask Power	41,479
Sask Energy	36,883
Sask Tel	30,892
Receiver General For Canada	28,969
Manitoba Hydro	27,429
Coverall Building Systems	25,065
JPK Computers	23,984
Matrix Engineering	21,215
Total	$ 1,067,360

PRAIRIE AGRICULTURAL MACHINERY INSTITUTE
CONSOLIDATED REPORT
Mar 31, 2004
Salaries over $2500

NAME	AMOUNT PAID
Abrey, Rachel	8,024.30
Aquin, Annette	29,905.00
Bay, Ted	59,014.00
Beaulieu, Kelly	45,548.00
Bergermann, Carol	45,884.00
Broad, Barrie	67,993.29
Brooks, Jannette	10,011.78
Burton, Gregory	56,074.07
Carmichael, Ken	57,079.20
Carr, Terry	37,206.50
Chorney, Harvey	27,022.22
Cleaver, Cam	36,497.23
Cook, Murray	42,347.99
Cowan, Rebecca	4,455.76
Cross, Errol	34,421.00
Doepker, Gordon	22,221.00
Doepker, Sharon	35,907.32
Doetzel, Gen	4,153.59
Ewanishin, Randene	6,915.49
Gregg, Nathan	42,672.88
Gullacher, David	82,003.00
Hill, Leslie	78,597.78
Hultgreen, Gordon	63,610.00
Jackson, Carol	34,291.28
Kelly, David	56,994.97
Kieper, Richard	53,164.54
Klapak, Nelson	52,068.41
Koski, Peter	41,330.35
Lechler, Mark	4,653.94
Leduc, Philip	78,379.25
Lepage, Dianne	10,155.67
Lischynski, Darrell	54,792.49
Lovell, Perry	10,058.53
Lucyshyn, Troy	66,062.25
McGhee, Dwayne	52,319.55
Malinski, Marilyn	43,167.15
Marquis, Greg	2,613.47
Pauli, Bradley	41,924.49
Rauert, Andrew	39,491.13
Rude, Derek	45,005.97
Schott, Ryan	60,672.98
Smith, Art	51,793.26
Stock, Wayne	54,376.10
Stroeder, Shelly	18,684.86
Szautner, Laurie	30,441.08
Wassermann, James	78,643.00
Wylde, Jarrett	33,167.63
TOTAL	1,911,817.75

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